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2 October 1980

MEMORANDUM FOR: PAO Staff

FROM:

[redacted]  
Director, Program Assessment Office

SUBJECT: PAO Study Plan for FY 1981

REFERENCES: A. PAO Memorandum, dated 29 July 1980, Subject:  
PAO Study Program for FY 1981 (U)  
B. PAO Memorandum, dated 11 August 1980, Subject:  
First Draft PAO Study Plan and Input to  
FY 1983-1987 Guidance [redacted]

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1. The attached revised studies list resulted from a review by [redacted] and myself. It is heavily flavored by my current perspective of what is needed, possible and useful to do in this uncertain year. If it is not obvious from the list, I remain willing to support the DCI in the current issues, e.g., imagery revisited, but strongly interested in work leading to both better decisions and better methods to attack and communicate future decisions. (U)

2. The new list:

- incorporates and updates ongoing work, i.e., studies expected to result from Budget Review, but aimed at the FY 1983-1987 Program Review;
- deletes 11 studies;
- adds six studies to the list; and
- identifies at least four studies that should be done by someone other than PAO. (U)

3. The following studies have been added to the list:

WARNING NOTICE  
INTELLIGENCE SOURCES  
AND METHODS INVOLVED

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Next 1 Page(s) In Document Exempt

25X1A 8. Comments and/or recommendations on the attachment should be  
25X1A given to [ ] by COB 3 October or SOB 6 October. I should  
like to improve the clarity of the language on all items. After we  
update the attachment, I will then ask [ ] the other office  
directors and [ ] to comment. We also plan to get together  
with the NCPO, which should be interested/helpful in many of them.  
(U)

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Attachment-a/s

Distribution:

Orig-D/PAO  
1-DD/PAO  
1-PAO Subject  
1-PAO Chrono  
1-PAO [ ]  
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2 October 1980

PAO FY 1981 Study Program  
Candidate Studies

| <u>Subject Category</u>                  | <u>Subject</u>  | <u>Purpose/Scope/Objective</u>  | <u>Related Studies</u> |
|--|---|---|------------------------|
| <u>Imagery Collection and Processing</u> |   |   |                        |
| 1.1                                      | Imagery Collection Mix Study  | <p>Strategy paper for Budget Review prepared-- will probably result in joint study with DoD (to include film systems, MAPSAT, back-up considerations).</p> <p>Project Leader: <input type="text"/></p> <p>Principal Investigator: <input type="text"/></p>  | 25X1A<br>25X1A         |
| 1.2                                      | Duplication of Exploitation and Photointerpreters Requirements through 1987 | <p>Is there unwarranted duplication of imagery exploitation in the Intelligence Community? How do the various organizations involved in photo-interpretation estimate their future needs for photo-interpretation? If exploitation were distributed differently or if photointerpretation organizations were consolidated, would the needs for additional photointerpreters be reduced? Is the distribution of interpreters between national and departmental organizations adequate? Is the distribution of their work between national and departmental requirements adequate? Examine one week's National Imagery (including search) and compare it for PI resources, exploitation, reports, data base entries and briefings that result from the imagery. From this data base, develop measures of timeliness, redundancy, and unique exploitation in order to estimate the resource implications and intelligence impact of combining/deleting/expanding various exploitation functions. (U)</p> <p>Project Leader: <input type="text"/></p> <p>Principal Investigator: <input type="text"/></p> |                        |

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| <u>Subject Category</u> | <u>Subject</u>  | <u>Purpose/Scope/Objective</u>   | <u>Related Studies</u> |
|-------------------------|---|--|------------------------|
| 1.3                     | Broad-Area Search Exploitation/<br>Collection Methodologies | <p>What are the resource/timeliness/intelligence impacts of various broad-area search methods and accounting procedures? We still do not fully understand the implications of small pieces of imagery versus large contiguous areas. How sensitive are these methods to collection frequency requirements, i.e., what happens if two-month, four-month and six-month search requirements are slipped to three-month, five-month and eight-month requirements? The quantity of imagery decreases but what is the effect on intelligence? Includes at least monitoring the COMIREX study directed by DCI decision letter. (U)</p> <p>Project Leader: [redacted]<br/>Principal Investigator: [redacted]</p> | 25X1A<br>25X1A         |
| 1.4                     | ADP-T (FY 80 carryover)                                     | <p>Complete report--much contention and conflict foreseen</p> <p>Project Leader: [redacted]<br/>Principal Investigator: [redacted]</p>   | 25X1A<br>25X1A         |
| 1.5                     | JT0/Tasking Segment<br>(FY 80 carryover)                    | <p>A Budget Review issue that will probably produce need for additional effort with CT (jointness a problem).</p> <p>Principal Investigator: [redacted]</p>  | 25X1A                  |
| 1.6                     | IR Imagery (FY 80 carryover)                                | <p>Hopefully make some sense of the utility question and prepare to deal with Congress in a rational way.</p> <p>Principal Investigator: [redacted]</p>  | 25X1A                  |

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| Subject Category   | Subject   | Purpose/Scope/Objective  | Related Studies         |
|--------------------|---|--|-------------------------|
| Third World COMINT |   |  |                         |
| 25X1A              | 4.1 [ ] Contract on The Modeling of SIGINT Collection and Utility | Follow-on to a [ ] studies (Potential contractor support). How could overhead be used as a backup for Third World COMINT coverage if current access denied [ ] second/third world parties, [ ] FBI, etc.)? Orbits, processing, analysts? What would it cost to provide a useful increment of this kind of backup? This will eventually be subsumed in new study 9.7. (S)   | 25X1D<br>25X1D<br>25X1D |
| 25X1A              |   | COTR: [ ]  |                         |
| Production         |   |  |                         |
| 25X1A              | 5.1 Output Study  | Survey national intelligence producers for up-to-date on their output; names and types of publications, distribution lists, release frequency, and the like. This study is patterned on the [ ] projects of previous years, with certain methodological improvements and, optimally, expanded to include the full range of transdepartmental products, not simply periodicals.<br><br>Project Leader: [ ]<br>Principal Investigator: [ ] | 25X1A<br>25X1A          |

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| <u>Subject Category</u>                | <u>Subject</u>                                       | <u>Purpose/Scope/Objectives</u>   | <u>Related Studies</u> |
|--|--|---|------------------------|
| <u>ELINT Collection and Processing</u> |  |   |                        |
| 2.0                                    |  | No new studies planned or proposed for FY 81 unless the low orbiter decision is postponed.  |                        |
| 2.1                                    | <div></div><br>(FY 80 carryover)                     | Coordinate <div></div> contract on this subject<br>COTR: <div></div>  |                        |
| 2.2                                    | Specific Emitter Identification<br>(FY 80 carryover) | Coordinate <div></div> review of this subject<br>COTR: <div></div>  |                        |
| <u>Soviet COMINT</u>                   |  |   |                        |
| 3.0                                    |  | No new studies planned or proposed for FY 81  |                        |
| 3.1                                    | <div></div> Modifications<br>(FY 80 carryover)       | Follow-on efforts TBD--fallout from Budget Review possible--a tough area.<br><br>Project Leader: <div></div><br>Principal Investigator: <div></div> |                        |

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|-------------------------|--|--|-------------------------|
| 25X1A                   | 5.2 ELINT Applications   | <p>An examination of the intelligence problems to which ELINT contributes in order to improve RMS decision-making about ELINT collection and processing initiatives. Analog to the PAO efforts on imagery tasking, exploitation of ADP. Should do this jointly with IRO and build on IBM's ELINT data flow study. (U)</p> <p>Project Leader: [REDACTED]<br/>Principal Investigators: [REDACTED]</p>  | 25X1A                   |
| 25X1A                   | 5.3 Intelligence Community Response to a New Threat (propose Laser and Beam Weapons) | <p>This study is similar to a post-mortem but the events in question occur over a longer duration and are more diffuse. In addition to preparing a substantive summary of developments, we intend to look at managerial steps that were taken and the allocation of resources. The principal output will be a descriptive summary, a critique of the adequacy of the community's response, and recommendations for improving the process.</p> <p>Project Leader: [REDACTED]<br/>Principal Investigator: [REDACTED]</p> | 25X1A                   |
| <hr/>                   |  |  |                         |
| Human Source Collection |  |  |                         |
|                         | 6.0  | No new studies proposed or planned for FY 81   |                         |
|                         | 6.1 Defense Attache Office (FY 80 carryover)   | <p>[REDACTED]</p> <p>Project Leader: [REDACTED]<br/>Principal Investigator: [REDACTED]</p>   | 25X1A<br>25X1A<br>25X1A |

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| <u>Subject Category</u> | <u>Subject</u>   | <u>Purpose/Scope/Objective</u>   | <u>Related Studies</u>                 |
|-------------------------|--|--|--|
| 7.2                     | Third World Data Bases/<br>Minimum Essential Data<br>Bases (5.4)<br><br>Intelligence Support to<br>RDJTF (7.4) | <p>Third World data bases to support military forces is well documented in both the Contingency and DASITT studies. DIA is currently trying to define, with inputs from the RDJTF, those minimum essential elements of information required to support planning and execution for various types of contingency situations. RMS should track this effort and, once the minimum needs are established, play an active role in leading a Community review of data base holdings to identify shortfalls in satisfying these needs for priority areas on the initial [REDACTED].</p> <p>Based on this review, options (and associated cost estimates) should be developed for producing, at various levels of satisfaction, the geotopical data needed to satisfy the shortfalls identified. (S)</p> <p>Project Leader: [REDACTED]<br/>Principal Investigator: [REDACTED]</p> | <p>25X1A</p> <p>25X1A</p> <p>25X1A</p> |
| 7.3                     | Post Mortems   | <p>Based on recommendations in both the Contingency Study and the Senior Review Board's review of the Community's performance in estimating North Korean troop strengths, there appears to be a real resource management/ICS role in post-mortems on significant events in which elements of the Community are involved. The proposal is that RMS take a small but significant action in this area by convening an interagency</p>   |  |

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| Subject Category | Subject | Purpose/Scope/Objective | Related Studies |
|------------------|---------|-------------------------|-----------------|
|------------------|---------|-------------------------|-----------------|

group and conducting a proto-type post mortem on a recent event involving a contingency type operations, e.g., the Colombian hostage situation. Emphasis would be on analyzing the performance and contribution of collection systems and production organizations to identify potential resource implications. For the effort to be most successful, the DCI should explicitly endorse it. (TS)

Project Leader: [redacted]  
Principal Investigators: [redacted]

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## NRP-General

8.0 No new studies proposed or planned for FY 81

8.1 [redacted] Identify possible cross-program architectures for providing [redacted] capabilities for NRP systems. (FY 80 carryover) (S/TK)

Project Leader: [redacted]  
Principal Investigator: [redacted]

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## Other Studies

9.1 Research and Development How are the Community's resources distributed for R&D? Which organizations receive the bulk of money? What types of research are they doing? Are there areas of research that are being neglected? What kinds of problems could benefit from R&D? How readily does the R&D Community adapt to changing intelligence problems? What we really need is an IR&D Council functioning. (U)

Project Leader: [redacted]  
Principal Investigators: [redacted]

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Related Studies

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[Redacted]

[Redacted]

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9.3

Linguist Shortfalls

Discussions with Craig Wilson, who is charged with coordinating linguist-related training and resources in the Department of Defense, and [Redacted] who has a similar function for NSA, have formed a useful background for a requirement levied on the DCI and the Secretary of Defense by the HPSCI that a program encompassing "a Community-wide approach toward alleviating the linguist shortfalls" be forwarded to the HPSCI along with the FY 1982 budget request. As Chairman of the DCI's Ad Hoc Task Force on the Linguist Problem, [Redacted] will be responsible for coordinating the preparation of our reply. His first task will be to work out with Craig Wilson, [Redacted] shall also be working closely with [Redacted] of HTO in Advisory Group (OTAG) of the Human Resource Committee. (C)

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Project Leader: [Redacted]

Principal Investigator: [Redacted]

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| <u>Subject Category</u> | <u>Subject</u>                                | <u>Purpose/Scope/Objective</u>   | <u>Related Studies</u> |
|-------------------------|---|--|------------------------|
| 25X1A                   | 9.4 PAO Management Information System (MIS)   | An internal study to define the kinds of Community and management information that PAO needs to routinely obtain to carry out its missions. This study could support a more broadly based RMS/CTS effort and should also help define how we should manage our internal files in light of the automated registry system. (U)<br><br>Project Leader: <input type="text"/><br>Principal Investigators: <input type="text"/>   |                        |
| 25X1A                   | 9.5 RMS Budget Ranking Methodology            | An evaluation of how the budget ranking and decision process can be improved, with special emphasis on the role of PAO. The thrust here is a two phased one. First, develop a systematic method which can be used early on in RMS and even NFIB which explicitly recognizes payoffs, risks, subjective judgements, and factors such as changing world and changing Soviet practices. The second part is research into methodology for partial automation and more sophisticated techniques. (U)<br><br>Project Leader: <input type="text"/><br>Principal Investigators: <input type="text"/> |                        |
|                         | 9.6 Inflation Market Basket (FY 80 carryover) |  |                        |

Principal Investigator:

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|-------------------------|--|--|------------------------|
| 9.7                     | Third World Collection Study                               | To consider all INT's and their relative value/capabilities may vary by region and country.<br>Principal Investigator <input type="text"/> |                        |
| 9.8                     | Presearch Contract on Overt Processing of S&T Intelligence |  |                        |

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